

COMMONWEALTH OF MASSACHUSETTS
Executive Office of Housing and Economic Development

OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT

Massachusetts Technology Collaborative

FISCAL 2016 ANNUAL PLAN

INTRODUCTION

The Massachusetts Technology Collaborative Fiscal 2016 Annual Plan complies with the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance measurements by which to evaluate goals, programs, and initiatives.

AGENCY OVERVIEW

The Massachusetts Technology Collaborative, or MassTech, is a public economic development agency charged with supporting an environment for innovation economy growth to thrive.

MassTech's three strategic goals are:

- **Enhance economic growth:** Foster dynamic, innovative businesses in the Commonwealth, accelerating the creation and expansion of firms in technology-growth sectors, increasing profitability and generating more jobs for people in Massachusetts;
- **Accelerate technology use and adoption:** Ensure statewide connectivity and promote competitiveness through widespread adoption of innovative technology in academia, business, and government across the Commonwealth; &
- **Harness the value of research:** Strengthen capacity for innovation and commercialization at research institutions in the Commonwealth, enhancing research capabilities and encouraging greater collaboration with industry to address relevant research questions and bring ideas to market.

Through three primary divisions, the Massachusetts eHealth Institute, the Massachusetts Broadband Institute, and the Innovation Institute at MassTech, the Massachusetts Technology Collaborative is supporting a vibrant, growing innovation economy across all corners of the Commonwealth. More detail is available online at www.MassTech.org.

FISCAL YEAR 2016 ANNUAL PLAN

GOALS	STRATEGY	MEASUREMENTS
Grow Adoption of Interoperable EHRs	<ul style="list-style-type: none"> Build community-based approaches to health information technology adoption 	<ul style="list-style-type: none"> Award up to 8 grants in the Connected Communities Grants program Engage community stakeholders through 200 meetings
	<ul style="list-style-type: none"> Support lagging healthcare communities in adopting technology 	<ul style="list-style-type: none"> Support 10 provider organizations in their use of MeHI's EHR Toolkit Get 75% of the eQIP grantees through Milestone 2 Convene a workgroup to identify and begin to address the specific challenges sharing behavioral health (BH) data between organizations Develop specialty-based provider support webpages including EHR vendor directories
	<ul style="list-style-type: none"> Support providers in getting to Meaningful Use and continuing to progress 	<ul style="list-style-type: none"> Provide project oversight support to Implementation and Optimization Organizations (IOOs) in assisting 140 providers in meeting Meaningful Use (MU) Stage 1 Enroll and support 240 providers in achieving MU Stage 1 Continue to administer key components of the Medicaid Program <ul style="list-style-type: none"> Pre-audit an expected 3,500-4,000 incentive applications Process an expected 350-500 special enrollment and access requests Handle an expected minimum of 3,000 MU calls Handle an expected minimum of 2,500 MU email inquiries Sign up 950 providers for eHealth Services Offerings
Support Massachusetts	<ul style="list-style-type: none"> Identify and support promising innovations in the application of technology in healthcare 	<ul style="list-style-type: none"> Establish and publish criteria for applying for funding from the eHealth Innovation Opportunity Fund
	<ul style="list-style-type: none"> Share Knowledge / Best Practices on Health IT Adoption 	<ul style="list-style-type: none"> Convene all MeHI grantees in the fall at the eHealth Grantee Forum

Health Reform Efforts		<ul style="list-style-type: none"> • Build out interoperability and practice transformation information on the MeHI website • Develop an HIE workshop program and assist 25 BH and LTPAC providers to connect to the Mass HIway through the program • Select up to 15 Fellows for the eHealth Fellowship Program
	<ul style="list-style-type: none"> • Develop a consensus roadmap for technology to support health reform 	<ul style="list-style-type: none"> • Publish the Statewide eHealth Plan • Publish the MA Health IT Index • Add the eHealth landscape research functionality to Salesforce
Engage Consumers using eHealth	<ul style="list-style-type: none"> • Launch Patient Engagement Program 	<ul style="list-style-type: none"> • Establish the Patient Health Data Advisory Council • Select up to 8 Patient Engagement Prize winners • Develop the Provider Patient Toolkit
Grow and Promote Innovation and the eHealth Cluster	<ul style="list-style-type: none"> • Convene and engage the eHealth Cluster 	<ul style="list-style-type: none"> • Hold 4-5 events to connect eHealth Cluster stakeholders with resources and to facilitate dialogue • Sponsor an education series for eHealth talent • Launch the MA eHealth Industry Network website and drive engagement • Develop an eHealth Cluster report • Engage with in-state and out-of-state delegations to promote the MA eHealth Cluster
	<ul style="list-style-type: none"> • Help eHealth companies find customers and markets in Massachusetts 	<ul style="list-style-type: none"> • Develop a Market Access Program that delivers 4-5 products or solutions to pilots in provider settings
	<ul style="list-style-type: none"> • Improve health data transparency and availability in the Commonwealth 	<ul style="list-style-type: none"> • Conduct 2 Datapaloozas or Hackathons on Healthcare Big Data
Strengthen Relationship with MassBroadband 123 Network Operator and Enhance Management	<ul style="list-style-type: none"> • Review Axia business strategy and provide support, as required • Hold regularly scheduled meetings to track contract deliverables and network operations • Ensure timely delivery of plans and reports from network operator • Ensure compliance with Operator Agreement • Hold more frequent Integrated Planning Team (IPT) meetings (e.g. 	<ul style="list-style-type: none"> • Network operated and maintained according to the Service Level Agreement (SLA) between MBI and Axia, which specifies quality and performance characteristics for the network • Reports from Axia provided and IPT meetings (joint meetings of MBI, Axia and EOPPS/MassIT) • Required payments made by Axia as stipulated in the agreement

	quarterly) rather than annually as stipulated in the agreement	
Increase MassBroadband 123 Network Sustainability	<ul style="list-style-type: none"> • Monitor and analyze sales performance • Track network extensions and customer lead generation • Identify opportunities to support expanded adoption 	<ul style="list-style-type: none"> • 60% of the 1108 CAI's have purchased services • Release new Alternative Access Point (AAP) product offering, which simplifies and reduces costs for some new subscribers • Monitor new AAP product offering
Support Increased Adoption of MassBroadband123 Services	<ul style="list-style-type: none"> • Assist in outreach to potential subscribers (including CAIs) in conjunction with commercial service providers and Axia • Survey subscribing and non-subscribing Community Anchor Institutions (CAIs) to gather relevant data about usage 	<ul style="list-style-type: none"> • Utilize data to target growth opportunities and tailor outreach and support
Expand Access to 'Last Mile' Broadband Service in 45 Unserved Western Massachusetts Towns	<ul style="list-style-type: none"> • Manage expenditure of state and local funds to design and build high-speed broadband capacity in towns. • Work with towns considering various network technology options • Assist in identifying an operator(s) and service provider. 	<ul style="list-style-type: none"> • Issue RFP and execute agreement with Owner's Project Manager for regional network design • Implement and manage Last Mile Grant Application process • Complete/begin pole surveys and make ready process • Execute agreements with municipalities • Launch last mile design and make-ready work in 6 or more unserved towns
Expand Access to 'Last Mile' Broadband Service in Western Massachusetts Communities Partially Served by Existing Cable Franchises	<ul style="list-style-type: none"> • Working in concert with towns and cable companies, develop plan for expanding access to broadband services in cable expansion 	<ul style="list-style-type: none"> • Program to expand access to broadband service in cable expansion towns developed and implemented • Launch broadband extensions in 3 or more cable towns
	<ul style="list-style-type: none"> • Strategic Support: Organize and support industry led Working Groups 	<ul style="list-style-type: none"> • Engage thought leaders in 12 projects focused on Industry Cluster Development in Massachusetts

<p>Increase the Growth of MA Industry Clusters in order to Promote New Business Formation and Job Growth</p>	<p>focused on economic growth strategies for industry clusters.</p> <ul style="list-style-type: none"> • Industry Partnership: Facilitate direct industry partnerships in a wide range of economic development projects focused on cluster growth (e.g. industry partnerships in Open Cloud computing; flexible electronics; underwater robotics, etc.) • Cluster Support: Organize MA Robotics Industry Cluster in partnership with industry, academia and the technology council's. • Events: Support events focused on industry cluster growth. • Roundtables: Support Policy Roundtables that address opportunities for industry cluster growth. 	<ul style="list-style-type: none"> • Support strategic growth dialogues through 35 steering committee or working group sessions with key industry representatives • Promote 125 key industry partnerships in cluster-based economic development projects • Formation of a designated cluster development organization for robotics in the state • New strategic initiatives derived from 2 Policy Roundtables in Massachusetts • Implementation of 20 cluster development events across the portfolio of Innovation Institute projects in Marine Robotics, Open Cloud, Flexible electronics, etc.
<p>Improve Ecosystem Conditions for Growth in the Commonwealth</p>	<ul style="list-style-type: none"> • Strategic Support: Organize and support industry led Working Groups focused upon improving ecosystem conditions in Massachusetts. • Growing Companies to Scale: Support CEO peer roundtables that examine opportunities for growing companies. • Education: Work with industry groups (i.e. MassCAN) to improve computer science education in MA by promoting new standards, teacher certification program and undertaking teacher development. • Events: Support communities of innovation through conference gatherings, networking receptions; award ceremonies, summit activities, general hackathon events, etc. • Talent: Support professional development programs or other curriculum-based learning for new or incumbent workers. 	<ul style="list-style-type: none"> • Engage thought leaders in 25 projects with a focus to Improve Ecosystem Conditions in Massachusetts • Convene and provide network support for Growing Companies to Scale Working Group – 3 sessions • Successful launch of the MassCAN Business plan, subject to final legislative approval • Train 50 educators through MassCAN to teach computer science education • Through MassCAN, 500 students take an exploring computer science course • Execution on 5 sub-projects of the Holyoke Innovation District • Successful implementation of the Haverhill Economic Development Partnership • Through the big data industry consortium, pilot innovative training support for 40 technology sector workers • Execution (through grantees) of 30 networking and community-building events in the tech sector

<p>Increase Opportunities for Entrepreneurs and Key Skills of Employees through Mentorship, Internship and Business Accelerator Programs</p>	<ul style="list-style-type: none"> • Mentorship Program: Provide investment and program support for new and existing mentorship efforts and accelerator programs. • Entrepreneurship Support: Improve entrepreneurial skills of individuals leading to new business development and job growth. • Internship Support: Make Intern Stipend Awards to college students through the MassTech Intern Partnership. • Student Retention: Engage with MA-based students through Teck Trek's, Office Hours with Executives, intern parties/gatherings; meetups, hackathons, guest lectures and workshops. • Coordinate big data training programs for big data firms 	<ul style="list-style-type: none"> • Launch Mentorship RFP and make 2-4 awards, subject to final Legislative approval/appropriation • Through grantees, increase number of entrepreneurs and employees with key skills by 200 • Through grantees, increase the number of business startups or expansions by 100 • Award 100 stipend awards for student interns from area colleges, pending final Legislative approval/appropriation • Connect 500 top students in computer science, mathematics and statistics with 80 executives in data-driven companies through Tech Treks • Support for 8 successful accelerator programs across the state
<p>Support Growth in the Commonwealth's Big Data Industry Cluster</p>	<ul style="list-style-type: none"> • Awareness: raise awareness and better connectedness within the sector through massbigdata.org and other tools for convening, communicating to, and engaging the virtually ecosystem, including the Mass Big Data Newsletter and social media. • Data Lab: Pilot a new data lab platform for capture of public data sets, storage, organization, integration and computation. • Enhance opportunities for big data experimentation and innovation. • Engage Students in career opportunities in big data. 	<ul style="list-style-type: none"> • 14,000 unique visitors on massbigdata.org, engaging the virtual big data ecosystem • Regular distribution of Big Data Newsletter • Execution on 3 "use case" demonstrations in Big Data • 10 new big data-related companies • 50 hackathons/challenges in MA • 100 state government datasets opened • 25% of graduates from MA colleges & universities with data science-related degrees
<p>Support Large-Scale, Long-Term Collaborative Research Projects to Strengthen Industry Competitiveness in Massachusetts</p>	<ul style="list-style-type: none"> • R & D Match Fund: Promote project pipeline, make awards and manage projects. • Promote economic development activities from a legacy portfolio of 7 research center awards. 	<ul style="list-style-type: none"> • Make two new large-scale Collaborative Research Matching Grant Program awards from the state's R&D Bond Fund • Center Directors from the Innovation Institute's 7 key research centers engage in strategic partnerships with representatives from 50 key small, medium to large sized firms in the state

	<ul style="list-style-type: none"> • Support industry engagement with research centers through Center Industry Advisory Committees or individual Technology or Sponsored Research Partnerships • Events: promote conferences, workshops or other events to promote idea generation and strategic partnerships around research agendas. 	<ul style="list-style-type: none"> • Center Directors from the Innovation Institute's 7 key research centers execute 20 agreements in technology projects • These 7 key research centers sponsor 12 business or technology development events
<p>Improve Understandings of the Dynamics Taking Place within the Commonwealth's Innovation Economy</p>	<ul style="list-style-type: none"> • Benchmark and compare Massachusetts innovation economy with the economies of other Leader Technology States through the analysis of performance on 25 key innovation indicators. • Evaluate the unmet needs and growth opportunities in the Massachusetts Robotics Industry Sector • Analyze trends associated with growing companies to scale in Massachusetts • Update the cluster analysis of the Big Data sector in Massachusetts. 	<ul style="list-style-type: none"> • Release the 2015 edition of the Index of the Massachusetts Innovation Economy and increase web traffic by 25% • Release industry analysis in big data and robotics • Release analysis on trends with growing companies to scale in Massachusetts

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